



Prevention Planning Into Action



Capacity Building
CENTER FOR STATES

Building Capacity to Address Common Challenges

While prevention planning and implementation may be integrated into existing strategic planning and key system improvement efforts, jurisdictions will be faced with a new set of prevention-specific adaptive challenges. These adaptive challenges may arise from efforts to build trusting relationships with new partners, shift away from a compliance culture, create sustained momentum for transformational and equitable change, or other challenging parts of prevention work.

The Capacity Building Center for States' (the Center's) *Building Capacity to Address Common Challenges* tool can be used by prevention planning and implementation teams to identify common adaptive challenges and brainstorm what types of capacity will help address them.

Read this to:

- ◆ Understand more about common adaptive challenges in prevention planning and implementation
- ◆ Explore how your agency can build capacity to address common challenges
- ◆ Set priorities and identify next steps for action

Adaptive and Technical Challenges and Solutions

Challenges (and their solutions) can be adaptive or technical (Heifetz et al., 2009).

- ◆ **Technical solutions** are straightforward, can usually be implemented by a single person, and can be addressed relatively quickly.
- ◆ **Adaptive solutions** are often more difficult to identify, require input from the people affected by the problem, and require changes in values, beliefs, and relationships. They often take time.

Adaptive challenges may be tackled through a combination of technical and adaptive solutions but are not solvable through technical responses alone (Heifetz et al., 2009).

It may be helpful to step away from child welfare and think about what this looks like in another system. Consider how the health care system might approach a problem like high blood pressure. A technical response might be medication. An adaptive response might consider the conditions in which the patient works and lives, and how those conditions may affect blood pressure. The solution may include working collaboratively with the patient and others in the community to increase access to healthy food and social support, implementing stress reduction strategies, and using medication as needed.

Using the Tool

Start by identifying areas of focus for your prevention planning. Next, plan for action with your team. After making a plan with your team, use the blank table provided to set priorities and check your progress.

Step 1: Identify Areas of Focus for Your Team

Read through this section to get more information about different components of planning and the potential challenges teams may face. Consider the specific areas your team may want to explore further and click the headers to move to the corresponding component of the tool.

Getting Ready for Prevention Planning ►

Being ready (both willing and able) to move forward with prevention is necessary to achieve desired implementation outcomes. While thoroughly assessing readiness can be difficult, especially when timelines for plan development are tight, it can actually save time and resources in the long run.

You may be experiencing challenges in this area if ...

- ◆ You are uncertain who is (or should be) involved in planning
- ◆ Your process is more focused on compliance than transformational change
- ◆ Your agency has limited interest in assessing readiness
- ◆ You have limited capacity or bandwidth to begin planning

Engaging Partners in Prevention ►

Because many components of effective prevention plans require external partners for implementation, diverse representatives should be involved from the earliest stages of planning. Successful approaches involve engagement and **power sharing** with a wide range of partners, including families, caregivers, youth, young adults, community members, Tribes, service providers, and other partners. When planning and implementation teams bump into challenges, they may run the risk of moving forward without the collaboration necessary to make lasting change.

You may be experiencing challenges in this area if ...

- ◆ You see the same, familiar faces around the table
- ◆ You are struggling to build relationships with new partners
- ◆ Solutions are identified or defined by the child welfare agency in isolation
- ◆ New partner input is solicited but not incorporated



Related Resource: [Prevention Planning Roundtable](#)

Listen in as six child welfare leaders have a conversation about their successes, challenges, tips, and lessons learned in prevention planning. Links to the following individual excerpts are provided throughout this tool.

- ◆ “Building Capacity for Prevention”
- ◆ “Communicating With Partners About Prevention”
- ◆ “Engaging Youth, Families, Communities, and Tribes in Prevention Planning”
- ◆ “Key Considerations in Prevention Program Selection”
- ◆ “The Importance of a Vision for Prevention”
- ◆ “Advice and Lessons Learned in Prevention Planning”

Power sharing includes (but is not limited to):

- ◆ Moving from engagement to empowerment
- ◆ Engaging in shared decision-making at the individual, peer, and system levels
- ◆ Ensuring that policies, programs, and services are driven by youth, families, and communities
- ◆ Prioritizing the input of people with lived experience
- ◆ Embedding cultural humility into practice

Communicating About Prevention ►

Building support for a prevention-oriented approach requires strong, consistent internal and external communications approaches. A communications plan can be instrumental in identifying who will be communicating, who receives communication, and how often. An integrated communications system is necessary to streamline and engage internal and external partners throughout the change process.

You may be experiencing challenges in this area if ...

- ◆ Staff and partners seem confused about the process and/or see prevention as a distinct, time-limited initiative
- ◆ Partners are concerned about a lack of transparency in the planning process
- ◆ There is widespread confusion about roles and responsibilities
- ◆ Staff believe that the work is “mysterious” or “doesn’t involve me”

Advancing Equity Through Prevention ►

Truly transforming the child welfare system through a prevention-oriented approach includes reckoning with the harm that many families have experienced through child welfare involvement, as well as working intentionally to advance equity. States are experiencing a number of challenges, including authentically integrating youth, families, and communities into their process and tackling systemic issues such as structural racism and implicit bias. In addition, agencies may be struggling to identify the first steps toward a vision for an equitable, community-centered network focused on child and family well-being.

You may be experiencing challenges in this area if ...

- ◆ Your agency has struggled to share power with people with lived experience
- ◆ There is disagreement or confusion about the root causes of inequities
- ◆ There is active resistance to including diverse viewpoints

Sustaining Prevention ►

Agencies are tackling the new work of prevention amid competing priorities, including the core child welfare work of keeping children safe. In addition, environmental factors such as public health crises and economic downturns have exacerbated family stress and agency workloads. Agencies and communities facing limited time and resources may find it difficult to tackle the intentional planning and implementation necessary to support sustainable culture change.

You may be experiencing challenges in this area if ...

- ◆ Your team is increasingly compliance-focused
- ◆ The process feels rushed
- ◆ Staff and partners appear confused, overwhelmed, or uninterested in participation

Five Dimensions of Organizational Capacity

The *Building Capacity to Address Common Challenges* tool is organized around five dimensions of organizational capacity. The Child Welfare Capacity Building Collaborative uses an organizational capacity framework that includes five key dimensions of organizational capacity, each of which includes several subdimensions. The five key dimensions are:

- ◆ **Organizational resources:** concrete materials and assets such as funding, staff, and technology
- ◆ **Organizational infrastructure:** structure, protocols, and processes such as policies and operating procedures, as well as operations, human resources, training, and communications systems
- ◆ **Organizational knowledge and skills:** leader and staff expertise and competencies such as decision-making, culturally responsive practice, and case management
- ◆ **Organizational culture and climate:** shared beliefs, values, and attitudes that influence behavior (culture includes shared behavioral expectations and norms, while climate includes staff perceptions of the work environment on the workforce)
- ◆ **Organizational engagement and partnership:** intraorganizational and interorganizational relationships and connections, including collaborative relationships within the agency as well as external partners, youth, families, and community groups

Responding to adaptive challenges often requires building capacity across multiple dimensions with particular attention to shifting culture and building new partnerships. Read more in the Center's [*Guide to Five Dimensions of Organizational Capacity*](#).

Step 2: Make a Plan for Action

Review the tips for success to get ideas and then use the checklists to identify potential areas for capacity building.

Getting Ready for Prevention Planning

Tips for Success

- ◆ Approach prevention planning as a change management process. Review the Center’s “Change and Implementation Prevention Planning Crosswalk” and the [Change and Implementation in Practice series](#) to get ideas for next steps.
- ◆ Complete a stakeholder analysis and use the findings to inform your process.
- ◆ Set the stage for an intentional process by conducting initial outreach with partners and developing a communications strategy to build buy-in and keep internal and external partners up to date on progress and potential barriers.
- ◆ Brainstorm and identify barriers to success as well as opportunities to tackle them. For example, do you have partners who are concerned about the impact of planning and implementation? How can you address those concerns and create opportunities for collaboration?
- ◆ Develop a shared vision for prevention with your partners. A collaboratively developed vision can serve as a north star for prevention planning teams and may set the stage for partner engagement, motivation, and buy-in.
- ◆ Link the prevention plan to other internal strategic planning efforts as well as to cross-system planning efforts to help embed it solidly into agency and community efforts.
- ◆ Consider dedicated staffing. Staff who wake up every day thinking about the prevention plan and its implementation can shepherd it along through the day-to-day work of child welfare, helping to sustain it in the midst of competing priorities. This can be achieved through a full-time position or through creative use of consultants.



Prevention Planning Roundtable: **Building Capacity for Prevention**


In the “Building Capacity for Prevention” excerpt, roundtable participants share some of what they have learned along the way about readiness. Bring your team together to listen to their stories as you plan.

“We finally figured out we needed [dedicated staff] because we didn’t start there. We also built a project management approach into it. The person that we brought in had those specific skills and we have found that invaluable in terms of keeping the project moving, keeping all the pieces of it coordinated, and also relying on some of the elements of classic project management, like a steering committee. When you run into barriers, or you have impediments in the way, or you need additional resources, you bring it to that group, and you can get a resolution and keep the work moving. Having things like that project management structure with the executive sponsor, the business sponsor, the steering committee—it was really clear how to make decisions.”










~ Steven Grilli, A.C.S.W., Director of Child Welfare Programs, Washington State Department of Children, Youth, and Families

Getting Ready for Prevention Planning: Potential Areas for Capacity Building
















The checklist is intended to spark discussion and reflect on areas that might need to be addressed now and those that can be addressed over time. Use the blank space provided to record any additional items that your team identifies.

 In Place
 In Progress
 Needed






















Resources

Our prevention planning process is adequately staffed and financed.			
We have identified whether necessary modifications to our accounting, claiming, and data systems will require new technology.			
We have fiscal, administrative, program, and communications staff with the skills and time necessary to participate in planning.			

Infrastructure

We are modifying preservice and inservice training to include a focus on prevention.			
We have identified (or have a process to identify) specialized training and coaching for prevention staff.			
We are aligning our prevention planning with our other strategic planning efforts.			
We have a process in place to make modifications to accounting, claiming, and data systems.			
We are working in partnership with community-based providers to assess infrastructure needs.			

Knowledge and Skills

We understand how to assess our readiness for prevention planning.			
We understand how to engage in problem exploration and how to develop a theory of change for our prevention strategies.			
Our practice model and staff competencies are aligned with our prevention approach.			
Staff and leadership understand change management and implementation.			
Agency decisions are data driven and informed by evidence, including youth and family expertise.			
We have assessed gaps in knowledge and skills.			
We have identified resources and consultants to bridge knowledge and skill gaps.			

Culture and Climate

Our leadership models commitment to and investment in prevention.



Prevention is perceived as an agency priority and an opportunity to transform the system.



Prevention is infused throughout child welfare services, including those on the “deeper end” of the system.



The agency has a culture of collaboration, partnership, and youth and family engagement.



Our leadership balances compliance-based approaches with a vision for culture change.



Engagement and Partnership

The agency has worked collaboratively with partners, including youth, families, Tribes, cross-system partners, and community-based agencies to create a shared vision for prevention.



All staff are included in conversations and communications about prevention.



Staff and partners have frequent opportunities to ask questions and clarify roles.



External partners are aware of and excited to participate in planning efforts.



Agency staff and partners have worked intentionally to build trust and form relationships with key partners, including youth and families.



Additional Items



Engaging Partners in Prevention

Tips for Success

- ◆ Consider what steps will lay the foundation for and demonstrate the success of engagement. Early successes can build support and commitment for ongoing engagement.
- ◆ Develop a range of opportunities to engage partners and solicit input, including meeting attendance, surveys, focus groups, and virtual platforms. Consider partner-identified needs, preferences, access to technology, availability, and compensation for participation.
- ◆ Prioritize the expertise of people with lived experience in child welfare, as well as community and Tribal partners. Start with youth and family advisory boards and ask members to forward your invitation to others who might be interested in contributing. Ask people what they need to be able to participate and how they would like to be involved, and compensate them for their time and expertise.
- ◆ It can be tempting to give up when engagement is not successful. Prioritizing it and continuing to build relationships, reach out, and listen to partners can help make inroads over time.
- ◆ Continually assess and ask for feedback on your engagement strategies. Ask your partners what they need from you to stay engaged, how they know you recognize the importance of their input, and what you could do differently.



Prevention Planning Roundtable:

Engaging Youth, Families, Communities, and Tribes in Prevention Planning

In the “Engaging Youth, Families, Communities, and Tribes in Prevention Planning” excerpt, roundtable participants share the importance of engaging individuals with lived experience throughout planning and implementation. Bring your team together to listen to their stories as you plan.

“Our engagement is something that I’m pretty proud of. We had prevention service recipients from each region speak [at regional forums]. [Some] of those recipients went through the program and are now employed by the program and serving new families coming in.”

~ Jennifer Thornhill, M.S.S.W., C.S.W., Prevention Branch Manager, Kentucky Department for Community Based Services

“We definitely include(d) youth and family voice, parent voice in our planning efforts and in those stakeholder engagement meetings. We recruited folks that we already had access to [through our parent partner program and parent board]. We definitely want to look at how to increase and enhance those efforts and bring more [people] into that discussion beyond [those] we had access to...and being able to really engage outside of who we already knew.”













~ Keitha Wilson, M.S.W., Family First Prevention Services Administrator, Oklahoma Human Services

Engaging Partners in Prevention: Potential Areas for Capacity Building



















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 In Place
 In Progress
 Needed

Resources

We have identified internal resources (funding, staffing, communications) to support engagement activities.			
We have identified funding to compensate youth, young adults, caregivers, and families invited to participate in planning and implementation.			
We have staff available to answer partner questions and serve as points of contact.			
We have the resources to support sustained engagement and partnership.			













Infrastructure

Our agency has existing infrastructure for partner engagement.			
We regularly collaborate with people with lived experience.			
Engagement of people with lived experience is embedded within our continuous quality improvement (CQI) system, training system, policies, and practices.			
We have a plan to sustain engagement throughout implementation.			
We have identified processes and structures that need to be in place to do successfully engage partners, including people with lived experience, community representatives and organizations, public agencies, courts, Tribes, providers, and others.			
Our communications systems are structured to support widespread, transparent outreach about prevention activities.			




























Knowledge and Skills

We have a solid plan to identify partners to engage in prevention planning and implementation.			
Our staff have the skills and competencies necessary to effectively engage a range of diverse partners in planning and implementation.			
We understand the different approaches necessary to engage different types of partners, including people with lived experience, community representatives and organizations, public agencies, courts, Tribes, providers, and others.			
Our staff are skilled in culturally responsive practice.			
We have identified necessary training and coaching to support partnership and engagement.			
We have a plan to develop data sharing agreements with partner agencies.			

Culture and Climate

Our agency authentically engages people with lived experience and expertise in child welfare.			
Workloads reflect the agency's priority for engagement.			
Our services, programs, and policies are informed by people with lived experience.			
There is a core agency belief that successful prevention plans will be community-driven and will reflect the vision of youth, young adults, and families.			

Engagement and Partnership

We have existing relationships that can be maximized and extended into prevention planning.			
We have identified new partnerships and relationships to build.			
We engaged our Tribal partners before our process began.			
We have a process to solicit and incorporate feedback from people with lived experience.			
We have established a feedback loop with our partners, keeping them informed about how their input is reflected in the plan.			
We have identified barriers to partner engagement.			
There is a role for all staff, including caseworkers, in planning.			
We are identifying differences and similarities between our agency and community-based provider agencies (culture and climate, reporting, data systems, and more).			
We have intentionally approached engagement, ensuring diverse representation on prevention planning teams and committees			

Additional Items

Communicating About Prevention

Tips for Success

- ◆ Work with youth, families, communities, Tribes, and other partners to understand more about useful communication platforms, what your partners and the public want to know, and where there are opportunities to create communication loops.
- ◆ Identify opportunities for internal and external conversations that are transparent and reciprocal. For example, consider a series of virtual meetings in which staff, partners, or the public have an opportunity to ask questions and share feedback about the agency's prevention efforts.
- ◆ Identify staff with the time and skills to contribute to communications efforts. Consider staff within your agency's communications department or look for creative solutions, such as contracted consultants.
- ◆ Create and use a feedback loop to communicate with partners about how their input and priorities are reflected in the plan. Establishing a clear structure and process for the feedback loop can help partners know what to expect, identify gaps and needs, and build trust and buy-in.
- ◆ Focus on transparency and simplify messaging when possible.



Prevention Planning Roundtable: Communicating With Partners About Prevention

In the “Communicating With Partners About Prevention” excerpt, roundtable participants share what they have learned about transparent, strategic approaches to communicate with prevention partners. Bring your team together to listen to their stories as you plan.

“This past spring, we launched an internal team to support all of the agency stakeholder efforts. We're calling it the feedback team. The purpose of this feedback team is threefold: to develop an [internal] skillset on how to actively engage stakeholders, to document and share with leadership what our stakeholders were saying back to us—particularly families, youth, people with lived experience—and then really to make sure we're closing that feedback loop, that we're addressing the feedback that we've received. The stakeholder process was really a way to start building communication and trust. We had a lot of feedback about our candidacy groups that we had initially come up with. We took that back and we made adjustments, so the next time we met we said, 'we heard you...and we're making adjustments to our plan based on that feedback.'”
















~ Susan Lindberg, L.I.C.S.W., Associate Director of Community Services & Behavioral Health, Rhode Island Department of Children, Youth, & Families

Communicating About Prevention: Potential Areas for Capacity Building













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 In Place
 In Progress
 Needed










Resources

We have identified funding to support prevention communications.			
We have dedicated communications staff or contracted partners with the bandwidth to manage prevention communications.			
Our communications team has identified specific tangible resources needed to enhance prevention messaging.			
There is a dedicated and frequently updated public-facing prevention webpage.			
There are internal platforms where staff can access up-to-date information about prevention efforts.			

Infrastructure

Our agency has developed a robust communications plan that includes both internal and external communications strategies.			
We have identified necessary enhancements to our communications system.			
Our communications infrastructure includes platforms and processes to intentionally engage youth, families, communities, and Tribal partners.			
We have identified interagency platforms and processes that can be leveraged to support messaging.			

Knowledge and Skills

We understand how to use messaging in partner engagement.			
Communications platforms are being used to mobilize knowledge and behavior change.			
We have staff with the knowledge, skills, and decision-making power to drive strategic communications.			

Culture and Climate

The majority of our staff can articulate the vision for prevention, as well as how the prevention plan aligns (or will align) with the vision.



We have identified what type of messaging and transparency could help build internal support for prevention.



Internal and external messages from agency leadership continually reinforce the importance of prevention and its role in transforming child welfare.



Staff and partners are motivated by and committed to the prevention vision.



Staff see the connection between prevention and their role in the child welfare agency.



Our prevention communications explicitly address race equity.



Engagement and Partnership

We frequently communicate with internal staff about prevention planning and implementation efforts.



Staff understand how their work will be affected by the agency's prevention efforts.



Internal and external partners know where to find information about the prevention plan, our prevention vision, and what to expect from implementation.



We have a process in place to solicit and share information with the public about our prevention work.



Additional Items



Advancing Equity Through Prevention

Tips for Success

- ◆ Ensure broad representation and inclusion of people and communities most directly affected by child welfare and prevention services. Create a process in which their input and feedback informs the plan and its implementation.
- ◆ Use a race equity framework to guide your planning process. Consider the use of a race equity impact assessment to examine potential for unintended harm.
- ◆ Build the principles of cultural humility into training for all staff. Model the principles at all levels of the agency, including your prevention planning process.
- ◆ Work with partners to determine whether the prevention service array includes culturally appropriate programming. Consider reaching out to partners, purveyors, or other states with experience in adapting evidence-based programs to ensure fit with the culture, values, and preferences of the populations you serve.
- ◆ Generate and use data and evidence to understand the degree of disparities and disproportionality present in the system. Consider quantitative and qualitative data, as well as feedback from youth, families, and other partners about critical outcomes and measurement strategies.



Prevention Planning Roundtable: **Key Considerations in Prevention Program Selection**


In the “Key Considerations in Prevention Program Selection” excerpt, roundtable participants share how they have intentionally approached program selection. Bring your team together to listen to their stories as you plan.

“We were very concerned and intentional when we approached our Family First implementation. We did not want to implement prevention EBPs [evidence-based programs] that drove further disproportionality in our child welfare system. So that was an intentional part of our CQI process as we built it. We are currently...doing a formal [racial and health] equity impact assessment of our implementation. We’ve also been concerned about the EBPs that are available on the Clearinghouse because we know that the research...is overwhelmingly conducted with white families. We have really advocated for the inclusion of EBPs that we know are effective with families of color. We currently have [a pending amendment] to our prevention plan to advocate for adding other EBPs to our plan, as well as to be rated by the Clearinghouse.”



















~ Christa Bell, M.S.W., Executive Advisor, Kentucky Department for Community Based Services

Advancing Equity Through Prevention: Potential Areas for Capacity Building
















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 In Place
 In Progress
 Needed



















Resources

Our data are helping us understand where to target resources and programs most effectively.			
We have staff with lived experience in different roles throughout the agency.			
We have sufficient resources available to engage diverse groups of partners with lived experience.			
We have sufficient resources available to collect and analyze data in partnership with people with lived experience.			
We have sufficient resources to co-design prevention strategies, including resources to compensate people for their time.			
We have funding, staffing, and other resources in place to address gaps in our service array, including inequitable availability and access.			

Infrastructure

Race equity is prioritized throughout all of the agency's programs, processes, and structures.			
We have determined which existing, "deeper-end" structures, policies, and practices need to be examined, reevaluated, and revised.			
We have established policies to support equitable hiring and retention of staff.			
Our agency actively recruits and hires people with lived expertise.			
Our contracting process allows us to contract with community-based agencies that are the best fit for families served.			

Knowledge and Skills

We have deep organizational understanding of implicit bias, structural racism, and the history of child welfare.			
We examine potential approaches to determine any possibility that they will exacerbate inequities.			
We have conducted and used the results from a race equity impact assessment.			
Our staff (and partners) have established a shared understanding of advancing equity.			
Our staff (and partners) have established and are using common language and definitions of terms.			
Our staff understand and apply the principles of cultural humility.			

Culture and Climate

Our agency is committed to a community-driven prevention planning process.



We have created an intentional process to identify opportunities to lessen existing power differentials.



Staff believe the agency is committed to equity.



There is broad organizational buy-in to advancing equity through prevention.



Our organization models and applies principles of cultural humility at every level.



Engagement and Partnership

We are proactively engaging people and communities who could be affected by the prevention plan throughout planning and implementation.



We have existing relationships with trusted community agencies and leaders.



Our understanding of how to advance equity is informed by people with lived experience in child welfare and communities disproportionately affected by child welfare.



Data gathered from people with lived experience are given the same weight as other data, including administrative data.



We are actively working to overcome community distrust or fear about partnership with the child welfare agency.



Additional Items



Sustaining Prevention

Tips for Success

- ◆ Hold your collective vision as the north star. Consider how your prevention plan takes the first, best steps toward your prevention vision. What can reasonably be accomplished in 5 years?
- ◆ Outline opportunities for collaboration across strategic planning efforts. Consider cross-representation across initiative areas.
- ◆ Consider developing an internal prevention-focused rapid response team with decision-making power.
- ◆ Identify the agency's most immediate capacity building needs and outline next steps for action. For example, you may identify immediate areas for growth in fiscal reporting, using evidence in decision-making, or developing and sustaining governance structures.
- ◆ Keep your eyes facing forward on the very real promise of a different outcome for children and families.



Prevention Planning Roundtable: **Importance of a Vision for Prevention**

In the “Importance of a Vision for Prevention” excerpt, roundtable participants share what motivates them to move forward with prevention amid competing priorities. Bring your team together to listen to their stories as you plan.

“A lot of the day to day is filled with the latest fire, and typically prevention is not the latest fire. One thing that is helping us [are the] leaders around us who are very, very motivated to move upstream. That includes our Department Director for Human Services, our Governor, and other leaders in our state. They’re constantly casting that vision and it helps us stay fired up. The other thing is, a lot of the difficult stories that we’re dealing with from day to day, you can see all the things that you wish you would have been able to do 5 years ago or 10 years ago to make a difference in the trajectory of that story.”













~ Deborah Shropshire, M.D., M.P.H., Director of Child Welfare Services, Oklahoma Human Services

Sustaining Prevention: Potential Areas for Capacity Building



















The checklist is intended to spark discussion and reflect on areas that might need to be addressed now, and those that can be addressed over time. Use the blank space provided to record any additional items that your team identifies.

 In Place
 In Progress
 Needed










Resources

Staffing and financing for ongoing implementation has been identified.			
We have identified opportunities to braid and blend funding for prevention across systems.			
Our technology is capable of collecting and reporting federally required data, including case-level, programmatic, and fiscal.			
We have fiscal, administrative, program, and communications staff with the skills and time necessary to implement the plan.			

Infrastructure

We are exploring opportunities to align our prevention efforts with existing priorities, such as Child and Family Services Review preparation, Program Improvement Plan implementation, or strategic planning.			
Our prevention plan reflects unique jurisdictional needs and priorities.			
We have identified opportunities to streamline efforts across programs and departments.			
We have an actionable plan to manage staff workload in implementation.			
We have a strategy to incorporate prevention modules in our data systems.			
We have a robust training and coaching system in place.			

Knowledge and Skills

Our agency leadership is skilled in both technical and adaptive leadership.			
We have identified staff with the knowledge and skills to deliver, supervise, and manage prevention services.			
The implementation plan for prevention services is reasonable and achievable.			

Culture and Climate

The agency norms support proactive vs. reactive approaches to serving families.



Staff are encouraged to partner and share decision-making with families across the full child welfare continuum of services.



Staff value the prevention approach.



Engagement and Partnership

We have collaboratively developed a governance structure to support ongoing partnership.



We have intentionally engaged partners that reflect the diversity of families and communities that will participate in and be affected by prevention services.



We have engaged key cross-system partners and have a shared vision guiding our collaborative work.



Other public systems are contributing resources to implementation.



Staff at every level of the agency are informed about the prevention approach and understand the role they play in its success.



Additional Items



Step 3: Set Priorities and Check Progress

The table below can be used to identify priorities and next steps for building capacity in a particular area. Following completion of one or more checklists, work with your team to prioritize which items are the most immediate. Write down specific next steps you can take to make progress. Identify a target date to revisit the checklist and identify any progress made.

Priority Areas for Capacity Building	Next Steps	Checklist Review Date
▶	1. 2. 3. 4.	
▶	1. 2. 3. 4.	
▶	1. 2. 3. 4.	
▶	1. 2. 3. 4.	
▶	1. 2. 3. 4.	

References

Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership*. Harvard Business Press.

Looking for Related Resources and Support?

- ◆ Visit the ["Prevention Planning Into Action" resource list](#) to find publications, videos, and tools to meet your team's specific needs.
- ◆ Check out the ["Prevention Planning Roundtable"](#) videos to hear tips, lessons learned, and advice from other states.
- ◆ Use the [Change and Implementation Prevention Planning Crosswalk](#) to explore ideas for applying a change and implementation process to prevention planning and implementation.
- ◆ Ask your Capacity Building Center for States Tailored Services Liaison about services, resources, or connections to support your practice. Find your Liaison [here](#).

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This product was created by the Capacity Building Center for States under Contract No. HHSP233201500071I, funded by the Children's Bureau, Administration for Children and Families, U.S. Department of Health and Human Services. The opinions expressed by individuals quoted do not necessarily reflect the views and policies of the Children's Bureau.

